

# **Plaintiffs' Exhibit 150**



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The 2020 Census is arguably the **most important ever** - political, cultural, and economic divides are large while trust in government is at an all-time low. The first-ever digital Census has the opportunity to execute a holistic, efficient, and effective media strategy by being where Americans spend most of their time - online.

Census faces a steep communications challenge → achieve **equitable reach for diverse mass + hard-to-reach audiences** and **drive Census completes** seamlessly in less than 5 months.

Google is a key partner to help Census achieve its reach and performance goals.



# 2020 JOINT BUSINESS PLAN OVERVIEW

## MISSION

Reach all American households to encourage participation in the Census; goal of 60.5% completion of all surveys sent out

## MARKETING GOALS

Achieve equitable, diverse, and incremental reach within America's hardest-to-count population

Drive incremental Census completions for each predefined audience segment above estimated self-response rates

Complete 50% of all Census surveys digitally

## PARTNERSHIP PILLARS

### Strategy Insight & Expertise

Provide media recommendations and insights based on American household digital behavior - driving response rate impact in each audience segment

### AdTech Platform Integration

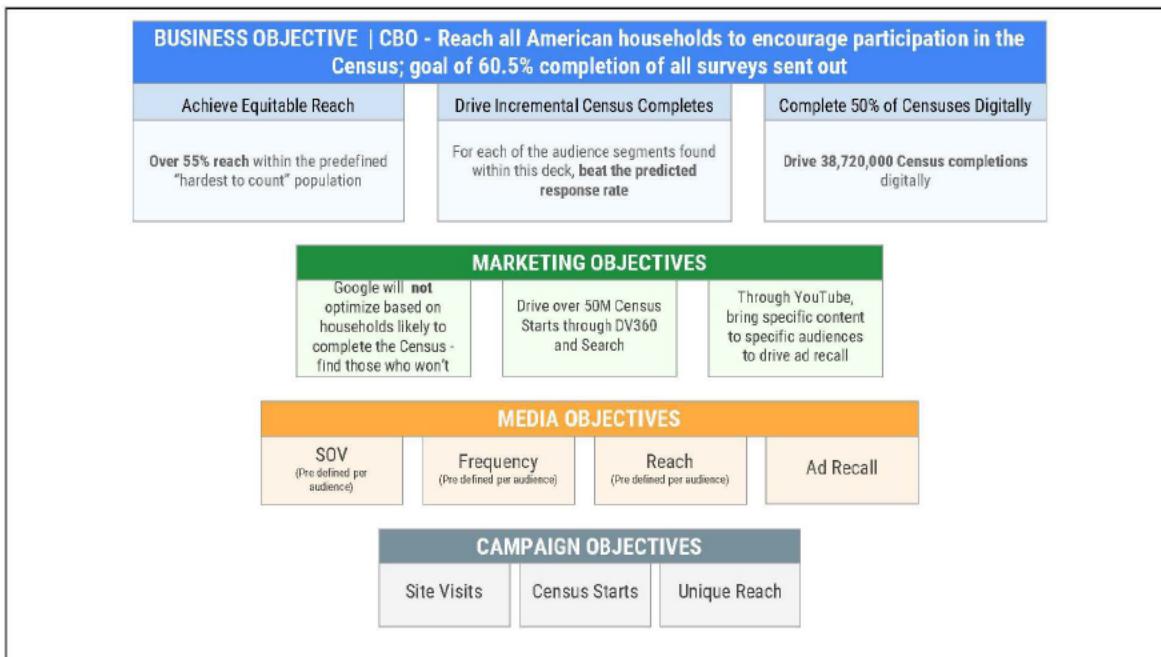
Fully leverage Google's data and technology to maximize marketing effectiveness - Customized Google Marketing Platform support

### Data and Measurement Support

Intelligently collaborate with the Census and their agency partners to support Google data integration and measurement for more effective outreach and impact

### Custom Operational Support

Unlock greater partnership opportunities with customized support on financial agreements, AdTech platform UI customization, and reporting







1 | RIGHT SIZE REACH

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## Display &amp; Video Recommendation

	STRATEGY	TACTICS	INVESTMENT	MEASUREMENT
CURRENT PLAN	<ul style="list-style-type: none"> <li>+ Strengthen current traditional-heavy media plan with supplemental digital video and display for audience segments/geos underserved by TV</li> </ul>	<ul style="list-style-type: none"> <li>+ Google Preferred</li> <li>+ 1 YouTube Masthead</li> <li>+ Display and Video across YouTube and the Internet</li> </ul>	<ul style="list-style-type: none"> <li>+ Committed: \$32M</li> </ul>	<ul style="list-style-type: none"> <li>+ Performance Levers: Bid, Budget, Frequency</li> <li>+ Frequency</li> <li>+ Response rate by audience segment/geo</li> </ul>
INCREMENTAL POV	<ul style="list-style-type: none"> <li>+ Build upon the current plan with high impact video strategies on YouTube and additional programmatic video investment to achieve equitable reach and help drive performance in motivation</li> </ul>	<ul style="list-style-type: none"> <li>+ 2 YouTube Mastheads</li> <li>+ Funds for Audience Targeted YouTube Mastheads</li> <li>+ Additional video across YouTube and the Internet</li> <li>+ YouTube on TV screens blast</li> <li>+ Performance/response driving display and video in motivation phase</li> </ul>	<ul style="list-style-type: none"> <li>+ Incremental: \$24M</li> <li>+ <b>TOTAL: \$56M</b></li> </ul>	<ul style="list-style-type: none"> <li>+ Performance Levers: Bid, Budget, Frequency</li> <li>+ Frequency</li> <li>+ Response rate by audience segment/geo</li> <li>+ Census tool opens</li> </ul>

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2 | BE THERE, BE HELPFUL

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## Search Recommendation

	STRATEGY	TACTICS	INVESTMENT	MEASUREMENT
CURRENT PLAN	<ul style="list-style-type: none"> <li>+ Reactive information search focused campaigns focused in key geos</li> </ul>	<ul style="list-style-type: none"> <li>+ Paid search ads on set of misinformation keywords at specific geo levels</li> </ul>	<ul style="list-style-type: none"> <li>+ Committed: \$4.8M</li> </ul>	<ul style="list-style-type: none"> <li>+ Relevant search volume and paid search coverage</li> <li>+ Census.gov site traffic</li> <li>+ Tool opens</li> <li>+ Response rates</li> </ul>
INCREMENTAL POV	<ul style="list-style-type: none"> <li>+ Information search campaign focused on being there for Americans no matter the question</li> <li>+ Maximize paid coverage of "take the Census" queries</li> <li>+ Capture hard-to-reach hard-raisers who have been reminded via other channels.</li> </ul>	<ul style="list-style-type: none"> <li>+ Combination of automated and manual search campaigns to maximize when Census is there for information seekers and online survey respondents</li> </ul>	<ul style="list-style-type: none"> <li>+ Incremental: \$25.2M</li> <li>+ <b>TOTAL: \$30M</b></li> </ul>	<ul style="list-style-type: none"> <li>+ Relevant search volume and paid search coverage</li> <li>+ Census.gov site traffic</li> <li>+ Tool opens</li> <li>+ Response rates</li> </ul>

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3 | ESTABLISH DATA & DOLLAR AGILITY

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## Process Recommendation



Bid, Budget, Frequency

SLIDE - what happens on April 15th

Consultant slide - how we're going to do it

9 segments - 3 line items

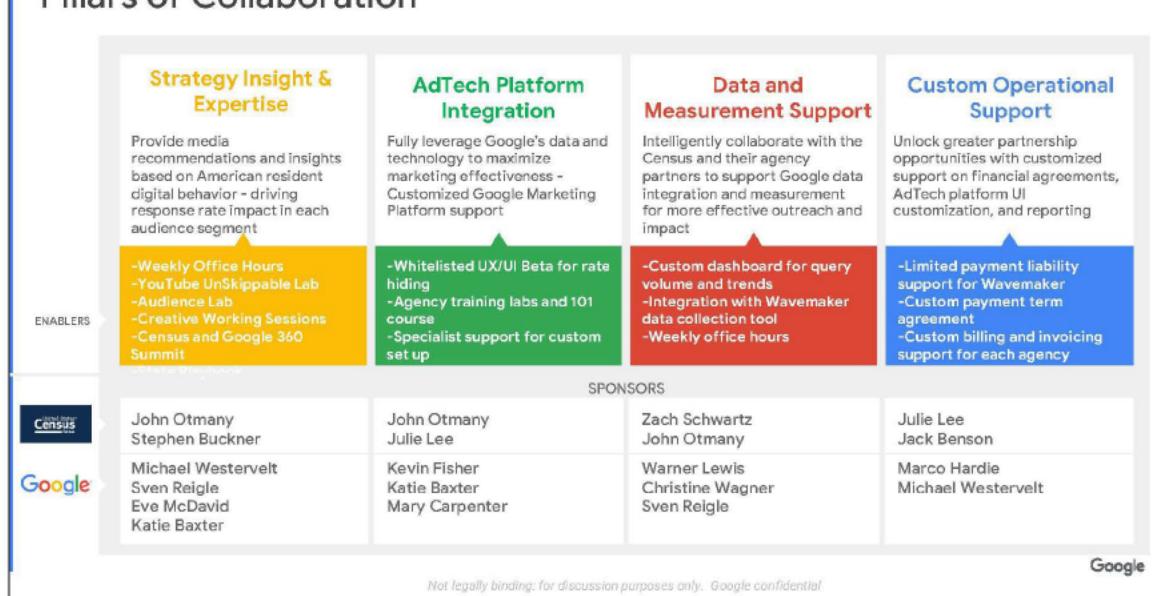
Dial up media based on

Be able to do that with a couple pushes of buttons

This is for when the tool opens - all models go out the window - you need to put money where you need it - the only way you can do that is the Ferrari and Search - here's how we're going to it - you can't get this anywhere else

## Pillars of Collaboration

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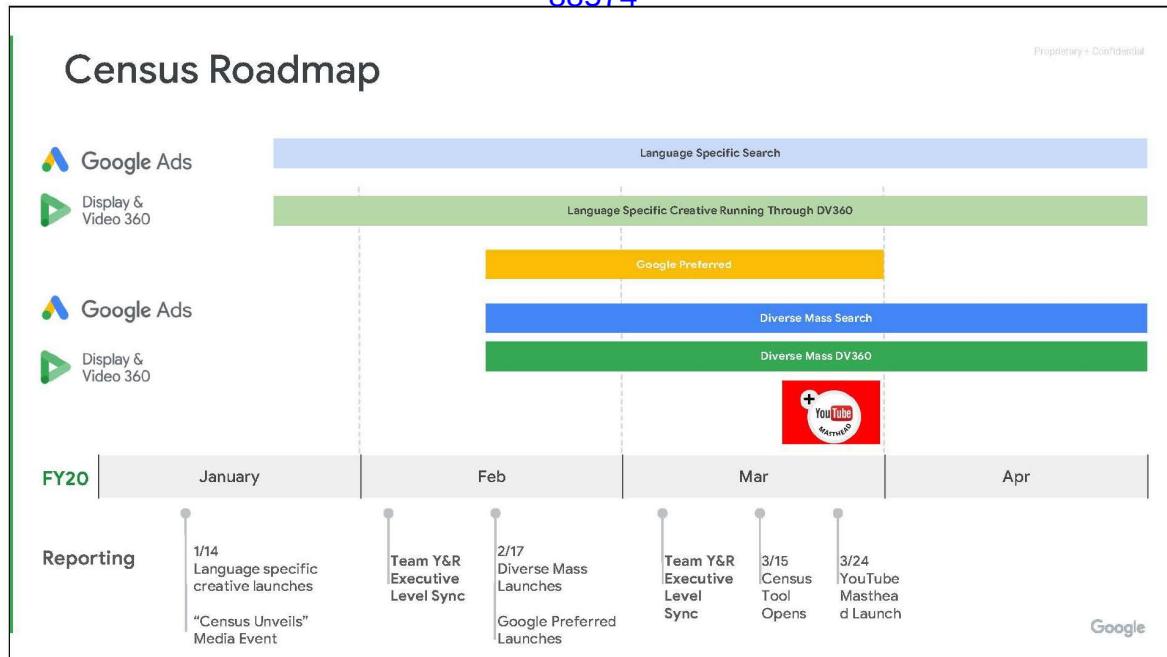
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## Pillars of Collaboration: Top Priorities

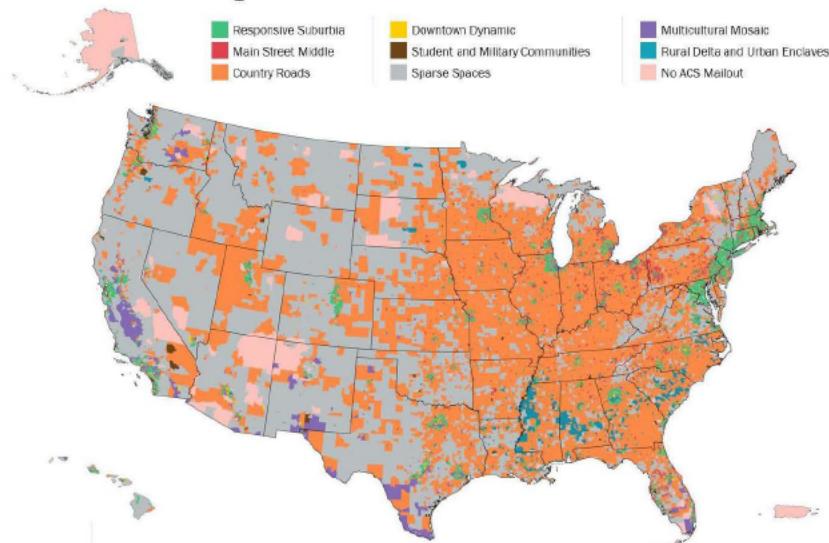
Pillars of Collaboration: Top Priorities				
TOP PRIORITIES	Strategy Insight & Expertise	AdTech Platform Integration	Data and Measurement Support	Custom Operational Support
	<p>Provide media recommendations and insights based on American resident digital behavior - driving response rate impact in each audience segment</p> <ul style="list-style-type: none"> <li>● Search coverage expansion</li> <li>● YouTube TrueView</li> <li>● Zip Code Level Optimization weekly</li> <li>● Reach and Frequency Reporting</li> <li>● Search path analysis and optimization</li> <li>● Programmatic optimization for reach</li> <li>● Creative labs and support</li> <li>● Masthead and impact investment support</li> </ul>	<p>Fully leverage Google's data and technology to maximize marketing effectiveness - Customized Google Marketing Platform support</p> <ul style="list-style-type: none"> <li>● Google Marketing Platform integration and UX/UI Whitelist for hiding rates</li> <li>● Customized setup for Reingold and Culture One World</li> <li>● Google Campaign Manager support</li> <li>● Google Preferred and Programmatic Guarantee support</li> <li>● Optimizations based on Census tract level reporting</li> </ul>	<p>Intelligently collaborate with the Census and their agency partners to support Google data integration and measurement for more effective outreach and impact</p> <ul style="list-style-type: none"> <li>● Organic search query volume reporting</li> <li>● Misinformation and disinformation support for rapid response</li> <li>● Awareness and Recall brand lift study support</li> <li>● Weekly office hours</li> </ul>	<p>Unlock greater partnership opportunities with customized support on financial agreements, AdTech platform UI customization, and reporting</p> <ul style="list-style-type: none"> <li>● Limited Liability agreement for payment - restricting Wavemaker liability for sub-agency buys</li> <li>● Increased payment term window (from 45-90 days)</li> <li>● Custom invoice set up for each sub agency buying within Wavemaker's DV360 instance</li> </ul>
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## Census Audience Segmentation

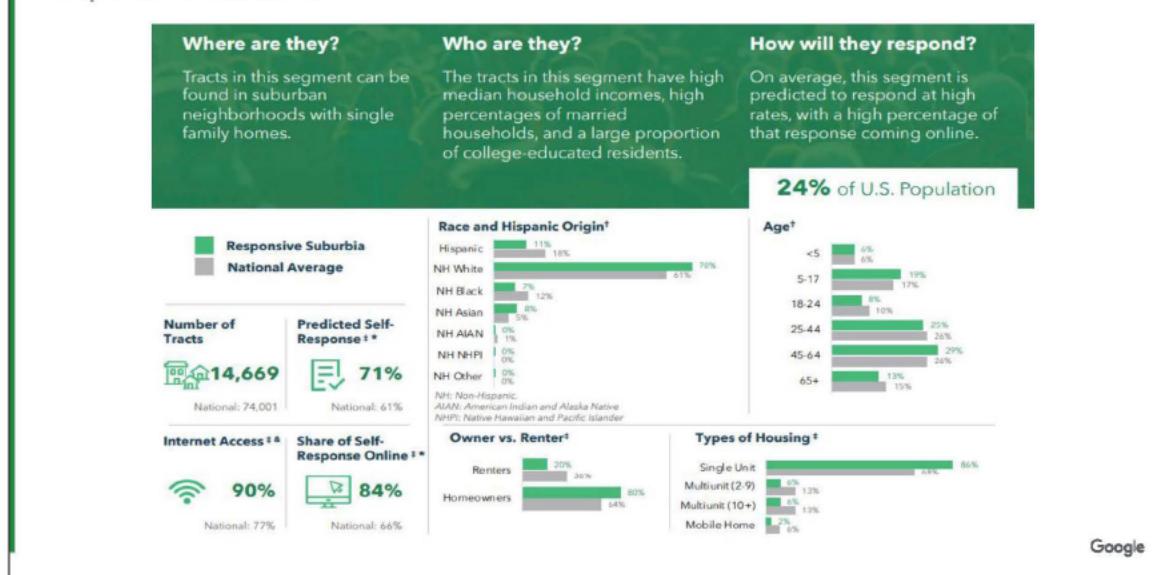
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## Census Audience Segmentation

### Responsive Suburbia

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## Census Audience Segmentation

## Main Street Middle

## Where are they?

Tracts in this segment can be found in small towns and less densely populated neighborhoods surrounding urban centers.

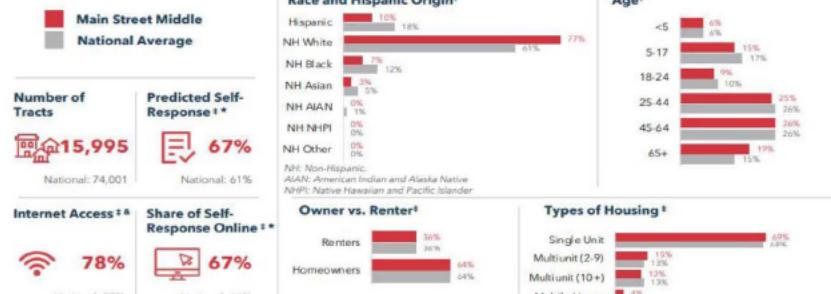
## Who are they?

The tracts in this segment are less diverse than the nation as a whole and have a higher percentage of residents 65 or older than the national average.

### How will they respond?

On average, this segment is predicted to respond at high rates, with an average percentage of that response coming online.

**21%** of U.S. Population

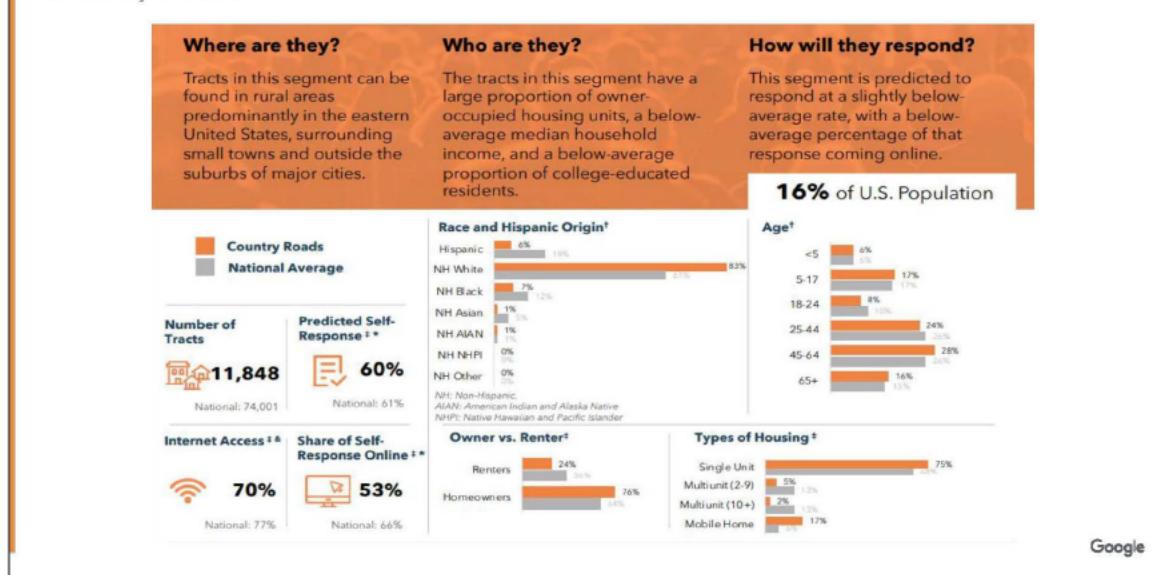


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## Census Audience Segmentation

## Country Roads

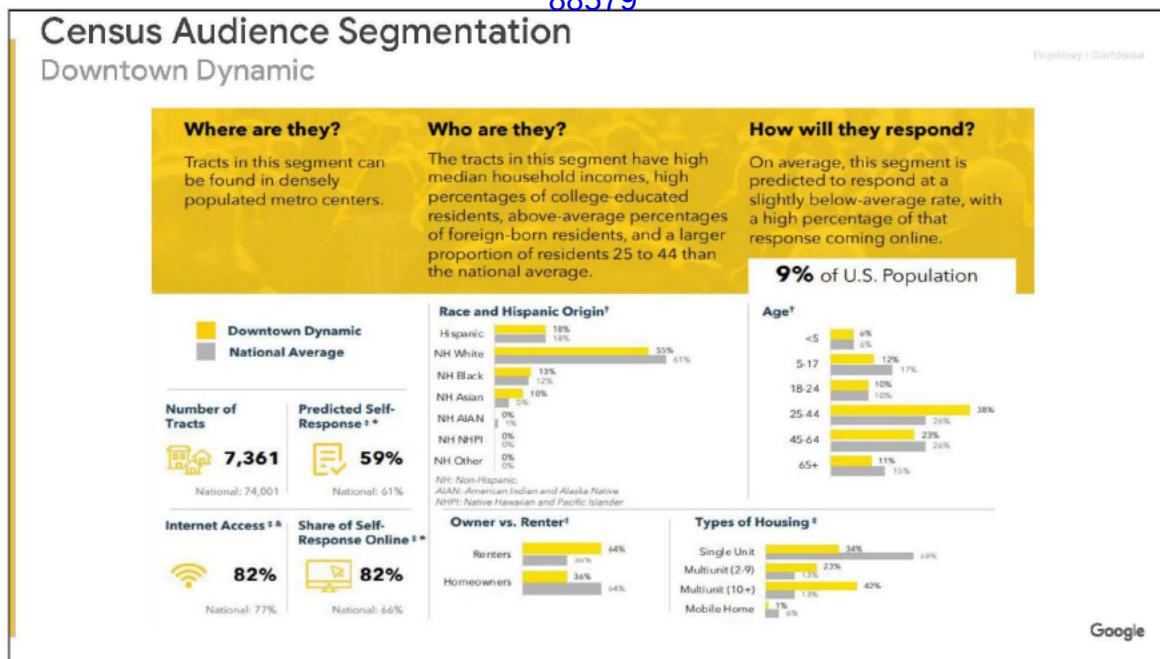
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## Census Audience Segmentation

## Downtown Dynamic

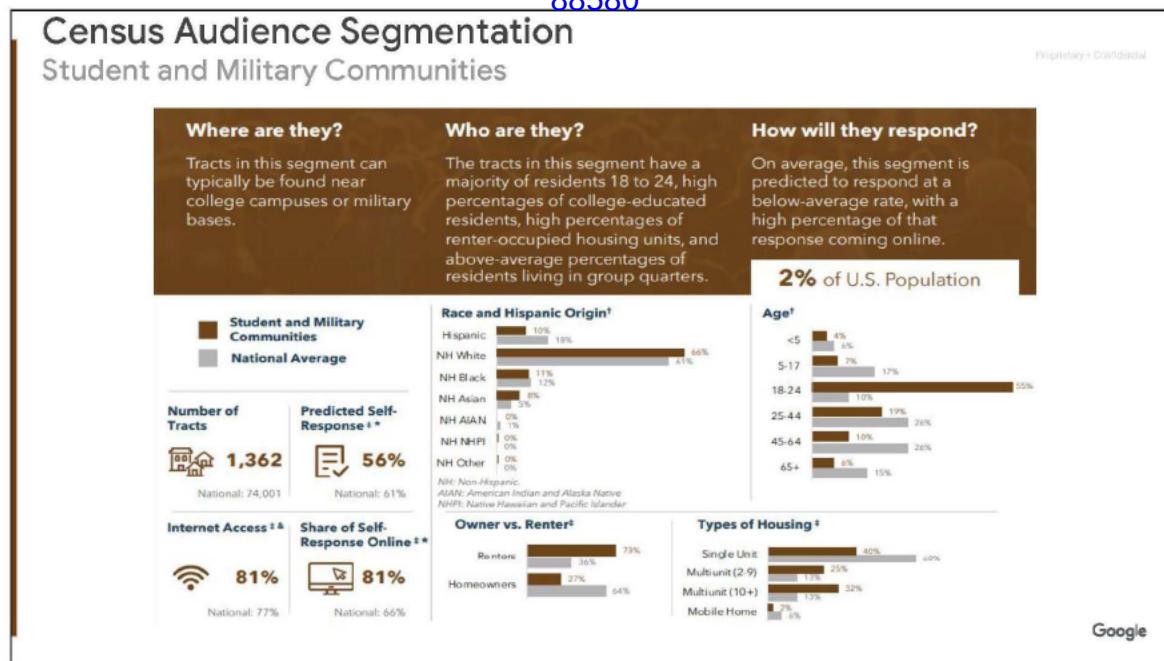
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## Census Audience Segmentation

## Student and Military Communities

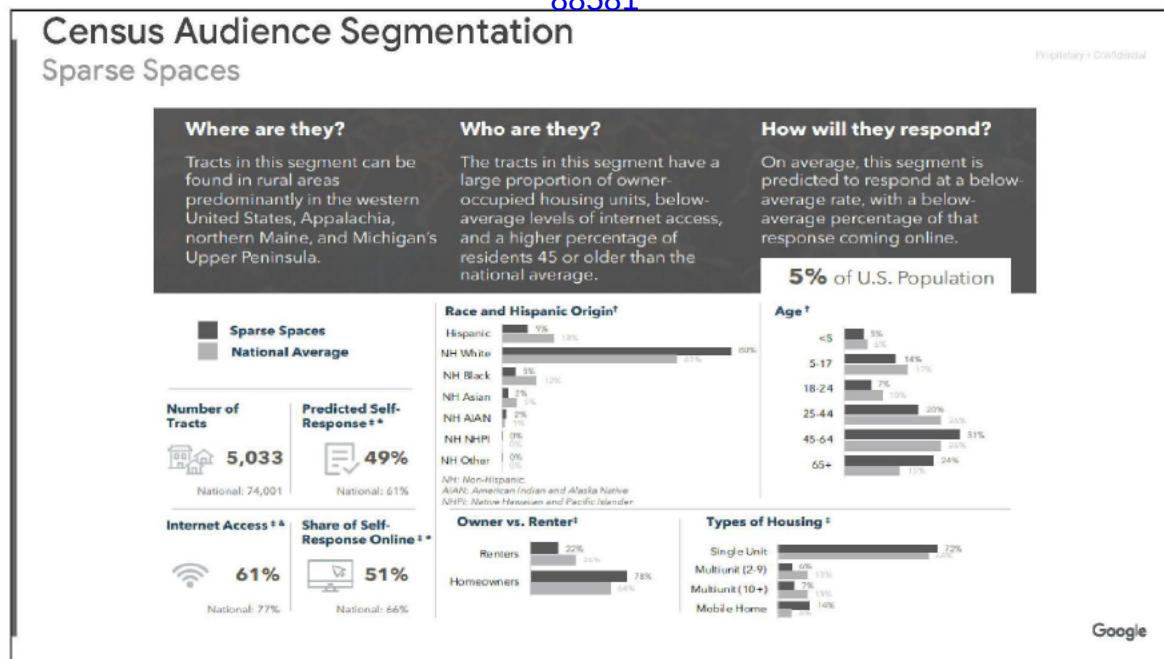
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## Census Audience Segmentation

## Sparse Spaces

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## Census Audience Segmentation

## Multicultural Mosaic

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## Where are they?

Tracts in this segment can be found in California's Central Valley and parts of New Mexico, Texas, and Florida, with additional concentrations in urban areas.

## Who are they?

The tracts in this segment have relatively high concentrations of foreign-born residents, as well as low percentages of college-educated residents. A majority of the people in this segment are Hispanic.

## How will they respond?

On average, this segment is predicted to respond at a low rate, with a below-average percentage of that response coming online.

14% of U.S. Population

Multicultural Mosaic  
National Average

Number of Tracts

9,158  
National: 74,001

Predicted Self-Response † \*

45%  
National: 61%

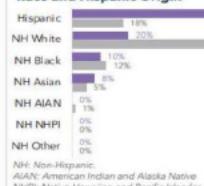
Internet Access ‡ \*

71%  
National: 77%

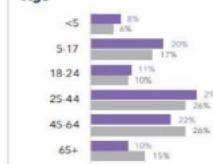
Share of Self-Response Online ‡ \*

55%  
National: 66%

## Race and Hispanic Origin†



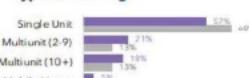
## Age †



## Owner vs. Renter‡



## Types of Housing ‡

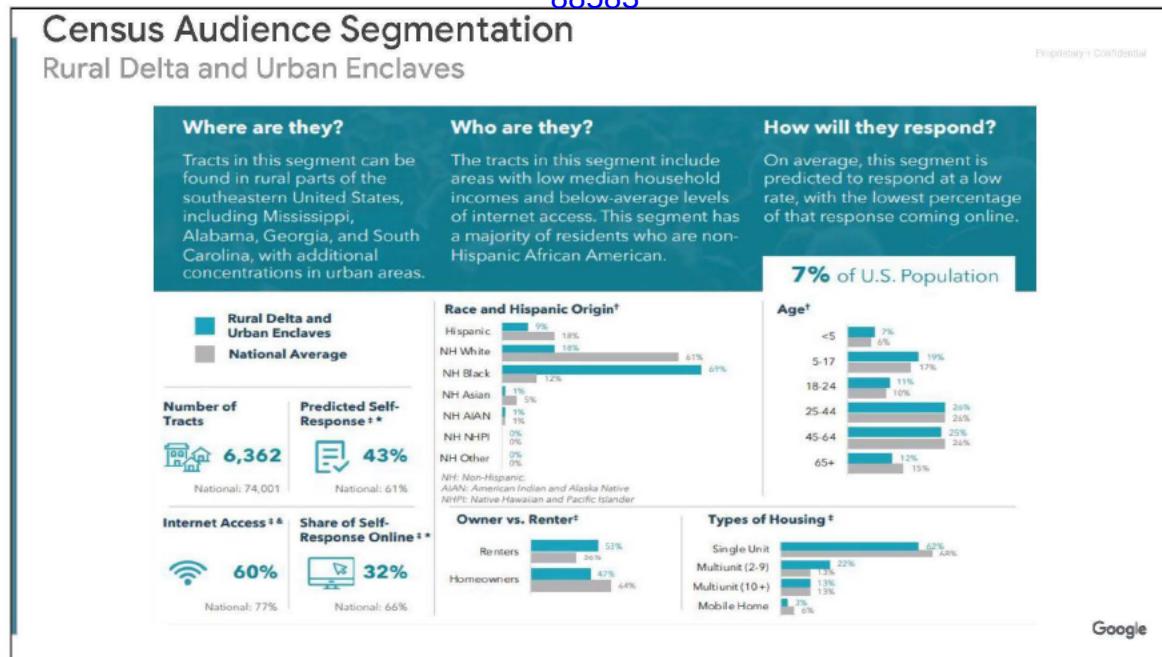


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## Census Audience Segmentation

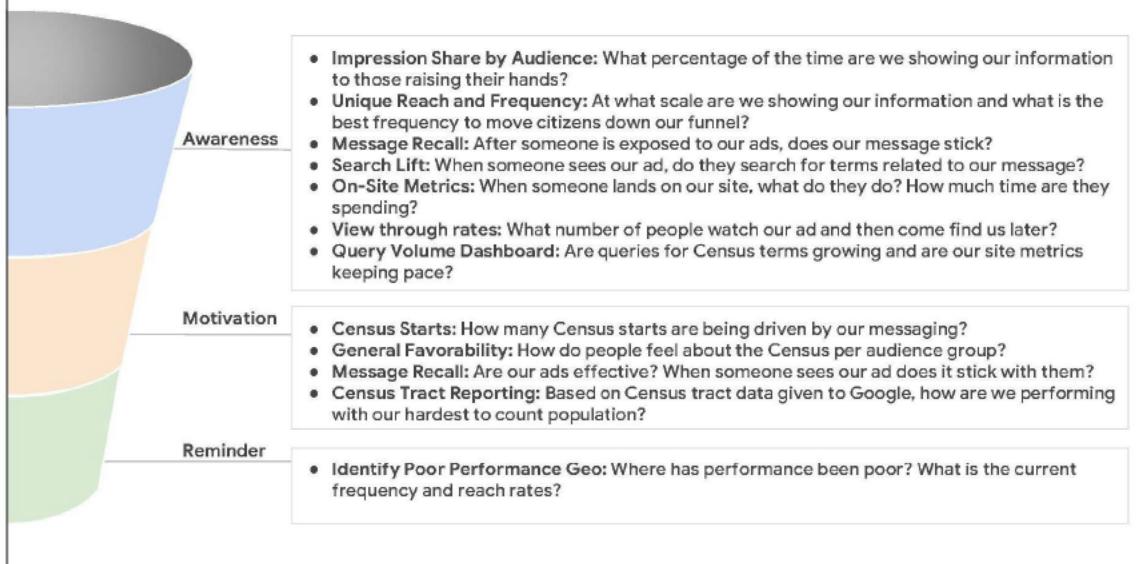
## Rural Delta and Urban Enclaves

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## Data and Measurement Support by Phase

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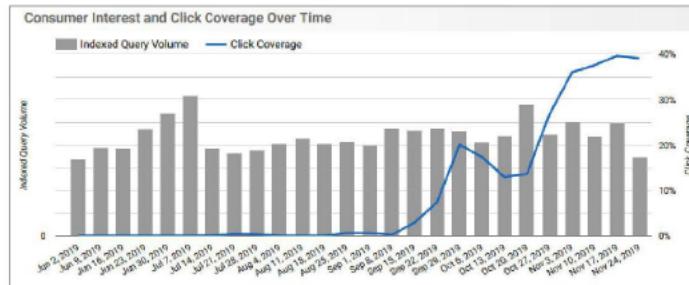
Culminating in a monthly and quarterly review on performance with specific recommendations/optimizations

## Data and Measurement Dashboard Examples

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### Indexed Query Volume

- Looking at week by week indexed query volume that is indicative of consumer interest in Census terms
- Match consumer interest to click coverage for all Google campaigns



### Query Volume Growth

- Find query volume growth with poor click coverage to identify opportunity
- Indexed query volume by category can help identify potential information gaps for the American public

Query Set Volume, Growth and Coverage			Sub Query Set Volume, Growth and Coverage		
Query Set	Query Volume (Indexed)	YoY Growth	Click Coverage	Sub Query Set	Query Volume (Indexed) -
1. Census + Other	85%	18.4%		1. Top Querries	100%
2. Jobs	120%	14.3%		2. Population Stats	12%
3. Stats	6%	1.8%		3. Demographic Stats	16%
4. Information	181%	15.8%		4. 2020 Census	72%
5. Historical Census Data	18%	0.2%		5. FactFinder	5%
6. City/State Stats	22%	1.2%		6. American Community Survey	24%
7. Website	46%	18.5%		7. Questions	38%
8. Non US Census	13%	1.3%		8. Timing	100%
9. City/State	41%	14.5%		9. General Info	142%

Culminating in a monthly and quarterly review on performance with specific recommendations/optimizations

## Meeting Schedule

Day	Meeting & Participants	Definition/Cadence
Monday Afternoon	Ads 360 Sync	<i>A weekly ads sync on all key trends from Google, Reingold and Census.</i>
Tuesday	Mis/Dis 360 Sync	<i>A weekly measurement/Census sync on all key trends from Google with Census stakeholders.</i>
Daily	Reingold/Google Status	<i>A daily 15 minute check-in with Reingold on any notable developments</i>
Daily	Internal Search/DV Sync	<i>A daily 15 minute internal check-in to gameplan key chances or internal support needs.</i>
Monday Morning	Report Build (Google)	<i>A weekly report that includes key insights from advertising and broader Google search trends that will be used to facilitate discussion in weekly meetings.</i>
N/A	Executive Level Check-in	<i>Before the launch of Diverse Mass (2/17) and the launch of the online tool (3/15), a meeting with Team Y&amp;R leadership (Julie Lee, Jack Benson, Carlos Alcazar, Alex Hughes). Due to the shortened run time of the Census, additional check-ins will be on a "as-needed" basis</i>

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Governance

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EXECUTIVE SPONSORS	STEERING COMMITTEE	PROJECT TEAM
<ul style="list-style-type: none"><li>Ali Ahmad, Associate Director for Communications</li><li>Stephen Buckner, Assistant Director of Communications</li></ul>	<ul style="list-style-type: none"><li>Zachary Schwartz, Deputy Division Chief</li></ul>	<ul style="list-style-type: none"><li>Adam Stewart, VP Sales</li><li>Courtney Rose, Industry Director Government and Advocacy</li></ul>
		<ul style="list-style-type: none"><li>Marco Hardie, Head of Industry</li><li>Michael Westervelt, Account Executive</li><li>Kevin Fisher, Head of Industry - Programmatic</li></ul>
		<ul style="list-style-type: none"><li>Sven Reigle, Principal Account Manager</li><li>Sarah Stefaniu, Account Manager</li><li>Katie Baxter, Account Manager - Programmatic</li><li>Christine Wagner, Analytical Lead</li></ul>

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# TeamY&R

## EXECUTIVE SPONSORS

- Alex Hughes, Program Director
- Julie Lee, Managing Director Chicago
- Jack Benson, CEO John Ottman, Sr. Director
- Carlos Alcazar, Managing Partner

## STEERING COMMITTEE

- Belle Frank, Chief Strategy Officer
- Ericka Hatfield, Account Director
- Jessica Eng, Media Director
- Holly Manning, Director Search
- Shannon Considine, Digital Director Programmatic
- Raul Aliaga, Media Director

## PROJECT TEAM

- Michael Muse
- Forrest Goldsten (Search/DV)
- Stacy Hilmen, Search Lead
- Trevor Hains (DV)
- Shannon Considine (DV)
- Keji Oshin
- Matt Bridenstine
- Alessandra Lastra Claro

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## Your Google Ads Account Team

### Dedicated Account Team



Marco Hardie  
Head of Industry



Michael Westervelt  
Account Executive



Christine Wagner  
Analytical Lead



Sven Reigle  
Principal Account Manager



Sarah Stefanus  
Account Manager

### Dedicated Product Specialists



Eve McDavid  
Video Specialist



Kevin Fisher  
Programmatic  
Head of Industry



Katie Baxter  
Programmatic  
Account Manager



Amy Mahoney  
Sales Development  
Team Lead



Mary Carpenter  
Programmatic  
Account Strategist



Nick Brady  
Search and  
Automation  
Specialist



Warner Lewis  
Head of Analytics

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## Appendix

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